

# Connection



ISSUE 1 NUMBER 1

A quarterly newsletter serving the OBC/OTS community

FALL 1995

## Community restores hope

Dear friends,

Never in my 32 years of public ministry have I seen the hand of the Lord as we have on campus this summer. Time after time, as we sought to renew the ministry, we would stop and pray, asking the Lord for wisdom, for courage and for answers. At times, within just hours we'd get a phone call or someone would arrive to meet the need.

Many of you offered to help, after OBC/OTS became insolvent in June and was placed under the supervision of a court-approved Trustee. You responded generously in July when we instituted Operation Restore, a financial recovery and reorganization thrust. Your gifts have enabled us to keep teaching the Word of God and equipping students. They have also reminded us, as did your calls and notes, that your heart was with us.

Through your prayers, you have channeled blessing, wisdom and courage our way. Let me update you on a few items:

- Thanks to God and you, we have already passed the \$800,000 mark on our way to this year's donation target of \$1.5 million. And to think that we started by asking for only \$350,000 by this fall. When the way looked so dark that seemed like a leap of faith.

## OPERATION RESTORE

- We are assessing our direction and use of resources in a strategic planning process under the direction of Dr. John Wilkinson. We are asking the Lord to lead us in building a ministry that will be a strong voice of faith in this post-modern world.

- We are rebuilding the Board of Governors. Dr. Don Posterski is chairing the nominating committee. Selections should be completed by late November and the current Board has agreed to resign once the new board is in place.

- We are grateful for those who volunteered leadership in management this summer and fall — Ben Harder, David Stiller, Gary Walsh and Larry Willard. Larry has agreed to come on staff as vice-president. Operations, while the others are returning to their earlier commitments. The interim vice-president of Finance will be replaced soon. I plan to stay on until May, the end of the fiscal and academic year.

- We completed work in early October with the Trustee, who acts on behalf of the courts, to prepare a financial plan. This has been difficult as we grappled with finding ways to secure the goodwill of our creditors regarding repayment plans. At a meeting to be held by the Trustee, November 7, our creditors will vote on accepting the plan. The willingness of some tradespeople and lenders to forgive debts, subject to the plan being accepted, has been a great blessing. Please pray for the wisdom of the Spirit of God in this important aspect of Operation Restore.

- Some of you have asked for more details on the struggle of the College and Seminary. You want to know what happened, why and what we are doing to ensure such a crisis will never happen again. Once the work with the Trustee is finished and our Proposal accepted, I will put together a comprehensive examination and analysis of the issues. Please let me know if you want a copy of the report.

The crisis of 1995 has become an opportunity for God to show us what He has in store. It has also been a wake-up call to many people, even outside our campus, to guard against such a situation. Because of the crisis we will be ready to serve in the 21st century. I'm asking you to continue boldly asking the Lord for his grace in raising up his witness and keeping us listening to Him.

A brother,

*Brian C. Stiller*  
Brian C. Stiller  
Interim and volunteer President and CEO

## An Open Letter from the Board of Governors

To: The staff, faculty and friends of Ontario Bible College and Ontario Theological Seminary  
From: The Board of Governors  
Date: October 10, 1995

FIRST WE WANT TO EXPRESS our deep thanks to you for your continued efforts in guiding, teaching and supporting the College and Seminary. We all know how difficult these days have been. Through all of our challenges, failures and struggles, we give thanks to God for his gracious provision and his amazing love and faithfulness in helping us, in spite of our human frailties.

Over this summer and fall you have been kept abreast of the progress which has been made in bringing the schools back to operation. As members of the Board, we are grateful for the work done by the management team and Cabinet and for the leadership of Brian Stiller. This team has remarkably led us all in this critical hour. A number of the Cabinet volunteered their time for a number of months. They, along with some staff and volunteers, worked tirelessly to turn around what seemed in late June to be an impossible situation. We all owe a great debt of thanks to them.

Through this summer and fall many have wondered where the Board was in all of this. When it became obvious in early summer that we could not go on, the Board of Governors established the Executive Committee. This group worked with senior management to ensure that the schools would not close and to help resolve the complex legal and fiscal issues, which needed resolution before the institution could continue. As well, we worked together to bring about a radical change within the operation of the schools.

However, the other question which remains is the issue of the Board's responsibility in allowing this to happen in the first place. We are aware of our responsibilities and openly acknowledge that as a Board we are ultimately accountable for the operation of the institution. While as members we came on with the will and heart to do the best we could in giving overall leadership, we recognize our failures in not more carefully administering our calling and we can see that there were times in which we did not make the best of decisions. For this failure, we humbly ask your forgiveness.

When the fiscal situation became so critical in June, we agreed to stand together to correct a very difficult situation. Recognizing our mistakes, we rolled

Continued on pg. 4

## Students and faculty return to campus in transition

by Kryssia P. Lear

THIS September returning students and faculty at OBC/OTS found both continuity and change after the summer's financial crisis. Students could take the courses they needed, but when they registered they met new people in new places. After being laid off for the summer, faculty started working with the new senior management team led by interim president, Brian C. Stiller. Stiller, who is also executive director of the EFC (Evangelical Fellowship of Canada), had volunteered in June to guide the initial restoration process.

Achieving greater efficiency and cost-savings motivated many decisions, but creating more unity between the College and Seminary was another consideration.

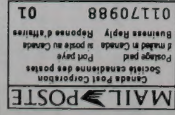


Brian C. Stiller, president, and David Stiller, vice-president, Finance, at a summer strategy session.

## Starting classes

At the College we worked very hard to main-

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Ontario Bible College/Ontario Theological Seminary  
FALL '95

Please advise us when you change your address.

CONNECTION



## MISSION ADVANCES

OTCOTS will be represented at two mission events. OTS student Jo Sears is on staff of Student Mission Advance which is sponsoring Mission Advance 95, scheduled for December 26-30 in Hamilton, ON. Contact (905) 572-6992 for information.

Instead of having a separate Global Missions Conference, OTCOTS is encouraging students to attend the larger MissionFest Toronto '96 at People's Church, 374 Sheppard Ave. E., North York, February 16-18. Dr. Irving Whitt, OTS professor of Missiology, is on the vision team, and OBC student Steve Bussey is organizing the student track.

## SPORTS LINE

After playing a respectable third last year, the men's basketball team was invited back to Washington (D.C.) Bible College for the 8-team Wagner Classic, November 17-18. The director of

**STUDENTS AND FACULTY RETURN**  
*continued from pg. 1*

offered in '96 than was previously.

Where there were changes in faculty, excellent adjuncts agreed to teach. Ken Badley, of the Institute of Christian Studies is "outstanding in education from a Christian perspective." Badley will teach on Contemporary Issues in Education. The vice-president of Field Services for The Navigators, Barb Haycraft, has taken on the Group Dynamics course.

The consolidation of the Enrollment Services offices of OBC and OTS, freed former OBC registrar, Steve Thomson, to do more teaching as well as academic advising. Franklin described his relationships with students as "pastoral in the best sense of the word."

At the Seminary, Ward Gasque, the new vice-president and academic dean, said, "The goal is to make serious Bible study and theological education more available, especially to Christians in Ontario." He noted that throughout the last generation churches have been saying that ministry belongs to the laity. "If this is true, education is needed for all the people of God."

Developing more "user-friendly" schedules is one step OTS has taken to make studying more convenient. All classes are now scheduled in three-hour blocks instead of over two days. Thus part-time students only have to come in once a week, rather than twice, and can take two courses that day.

Gasque anticipates that more courses will be added in lay theology and for professionals in church-related ministries. He particularly sees a gap in management training for the not-for-profit sector, which, he says, is a growth area.

In another change, Dr. Grant Gordon is no longer director of Supervised Ministries, OTS. Alan and Janet Grills are co-directing on a part-time basis. As Gasque visited in Ontario this sum-

mer, he found good will existed everywhere (toward OBC/OTS and received "overwhelmingly" warm encouragement. I've been at institutions in the past that have been appreciated, he said, but OBC/OTS with its 100 years of history has a broader base of enthusiastic support."

## ROOMS FOR RENT

You can rent the dining room, chapel, classrooms or gym for your event, service, conference or wedding. Accommodations available in summer. Rates are reasonable. Call Lori Hoyes Monday-Friday at (416) 218-6705 to book.

## GAINS IN ASIA

Dr. Irving Whitt was one of 45 Canadian delegates at the GCOWE (Global Congress on World Evangelism) in Seoul, Korea, for 12 days in July. In total 4000 attended from 187 countries. Irving was struck "powerfully by the growth in the two-thirds world churches. We will have to learn to fit Western missions into this global movement," he said. He then visited two graduate

mer, he found good will existed everywhere (toward OBC/OTS and received "overwhelmingly" warm encouragement. I've been at institutions in the past that have been appreciated, he said, but OBC/OTS with its 100 years of history has a broader base of enthusiastic support."



Ward Gasque, OTS academic dean, and John Franklin, OBC academic dean, pondering the future at a planning meeting.

## Enhancing worship

With the change to combining College and Seminary chapels, participation has been very good this year in services, said David Sherbino, chair of the chapel committee. He attributes this to the school's desire to make worship integral to campus life and to the accompanying changes. The chapel committee set up a cycle of four types of services—celebration, prayer, community and devotional—that rotate over four days. This way students on campus only once a week, enjoy different wor-

## CONNECTION

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schools in Singapore to explore possible student exchanges. Next, he evaluated future direction in Thailand for the Pentecostal Assemblies of Canada.

## CHRISTIANS STUDY HIGHER EDUCATION

In May, OBC was one of four sponsors of With Heart and Mind, a national conference on Christian higher education, in Regina. More than 85 educators attended from Christian and public universities, Christian liberal arts colleges, Bible colleges and seminaries. Dr. Ken Badley, Senior Member, Institute of Christian Studies, Toronto, presented his study showing that professors' approach to teaching often doesn't relate closely to an institution's mission statement. OBC's vice-president, John Franklin says a second conference is planned for 1997 in Toronto.

ship experiences. The required training for members of the six worship teams has improved the quality and interest in involvement. The committee also encourages diversity in format to reflect the heritage of the campus community.

## Consolidating student life

The combining of all student service and student development functions from the College and Seminary into one department was the most dramatic change for returning students. The new Department of Student Affairs comprises the admissions, financial aid and registrars' offices, counselling services, the dean of students' office, student development, residence programs for students and sports and recreation.

Former dean of students, OTS, Lynn Smith, heads the department as vice-president, Student Affairs. Because of the consolidation, James Bailey, former dean of students, OBC, did not return after his sabbatical from his home in the USA.

The Cabinet expressed appreciation for the contributions of Grant Gordon and James Bailey to the institution. Judy Dirks is now dean of students. Steve Roy is director of Enrollment Services. Steve Wilson, formerly at OBC, became director of Student



Lynn Smith

Activities for OTS as well (Smith, Roy and Dirks have faculty status at OBC and OTS.) As the new department defines itself, Smith plans to use individuals' strengths and interests to shape responsibilities. "I want everyone who works in the department to be challenged to grow in areas of giftedness."

To offer easier access to students, the department is now centrally located in the main corridor near the front entrance.

Committed to always having the department offices open from 8:30 a.m.

## INVESTIGATING THE TORONTO BLESSING

Dr. James Beverley's book *Holy Laughter & The Toronto Blessing*, published by Zondervan Publishing Company, is in second printing. "I have tried to offer a balanced and fair perspective on the controversies surrounding the Toronto Blessing, which started at the Airport Vineyard Church, Toronto," said the professor of Theology and Ethics. He wrote a cover story for Christianity Today, September 1995, and has done several media interviews. His book was featured at the 1995 meeting of the Canadian Christian Booksellers Association. The book is available at the OBC/OTS bookstore and in stores across North America. COST \$15.50



to 7 p.m. Smith says the goal is to provide better service. She wants Student Affairs to be a "nurturing oasis where students can find a listening ear as well as efficient assistance."

## Operating effectively

As another efficiency measure, the cabinet separated the overburdened finance area into operations and finance. Larry Willard, vice-president of Operations (maintenance), the bookstore, conference services, food services and the physical operation of the residence.

Since one of Willard's priorities is "to bring the school into the network computer age," he didn't mind leaving six cartons of computer equipment sitting behind him for a few days. The A.E. Walker Foundation had donated three Pentiums valued at \$10,000 and a laser printer. Willard says lasers must be added throughout the school because walking down the hall with a floppy disk to spend 20 minutes printing a hard copy is a poor use of time.

## Operational changes

Among the changes devised "to stretch dollars" and revitalize school life are the following:

- ▶ Making as many areas as possible responsible for their own cleaning. Willard said private institutions commonly do this to cut costs. The maintenance staff was significantly reduced with a total cut in Operations budget of \$95,000. Only a supervisor and two permanent cleaners are on staff; the other cleaners are temps or students.
- ▶ Creating centralized purchasing for supplies and outside equipment for greater savings and better inventory control.

*Continued on pg. 3*

## EDITORIAL NOTE

Welcome back to our tabloid format. Our new name Connection speaks primarily of our desire to form stronger relationships with the Christian community. We want to inform old friends and interest new people in getting to know us better. To the technically-minded, the name recalls images of electrical and electronic links. That's appropriate too. We need steady power and wider networks in order to continue training men and women for ministry in the real world.

This issue, with its new design and name, incorporates campus news, a little alumni news and coverage on Operation Restore. The newsletter will appear quarterly and in the next issue we will have the Alumni Keeping in Touch section. We like to hear from you. Please comment or write.



# School seeks four Rs

## Strategic planning process underway

by Krysta P. Lear

**F**or John Wilkinson, director of Strategic Planning, planning without involvement is not planning at all. Motivated by this outlook, he co-founded what is now Canada's biggest Christian camp and set up a National Youth for Christ training program that is being adapted in part internationally. At OBC, he helped build the Christian Education department, and at OTIS, started the first Canadian grad program in Youth Ministry.

Now, he's guiding the school through an intense strategic planning process in a demanding short time. From a September start-up he's scheduled that board presentation for April 1996.

The Cabinet (senior management team) and Board-appointed Executive Council initiated the institution-wide process knowing that simply saving the school wasn't enough. They had to make its future clear.

For years, departments did independent planning, but had not participated in co-ordinated ongoing strategic planning.

President Brian Stiller asked Dr. Wilkinson, professor of Youth, Family and Educational Ministries at OTIS, to take a leave from the classroom to develop the "big picture." Wilkinson calls this "vision casting."

He doesn't intend to write a detailed outline for every department for the next five years. Nor does he intend to stare at the pine towering outside his office window and dream up the future. Instead, he will talk to as many informed people as possible, visit key innovative educational thinkers and gather data from hundreds of OBC/OTS stakeholders through questionnaires.

In discussing the plan, Wilkinson steers away from forecasting the outcome. He has counselled visionaries in the school to share their ideas carefully. He's not secretive, but wants to create a level playing field. He wants people to

be confident that their participation will help determine the results.

### Outcomes

In his detailed guide to the process, he writes that the plan must

- ▶ deal effectively with the emerging new realities and opportunities
- ▶ assure an effective match between what we offer and those we seek to serve.



Samuel Feyissa, BTh, with friend at 1995 OBC graduation. He returned home to Sidamo, Ethiopia, this summer.

The process will include three primary assessments. The first will examine how the external environment (e.g. social trends, educational trends, technology and the customer) informs the school. The next will appraise current strengths and limitations. The third will identify the critical issues.

Wilkinson writes that these evaluations will, "in the midst of listening to God," determine

- ▶ the mission of OBC/OTS,
- ▶ the key means (key result areas or KRA) to accomplish the mission
- ▶ and the specific activities/programs required to achieve each KRA.

For many, the latter, the activities,

among the people who bring in coffee or want a quiet spot to sit.

### Supporting programs

"I was not the most popular guy" over the summer and fall, said David Stiller, volunteer vice-president of Finance, who keeps a tight line on spending. At first glance he doesn't look tough because his curly, glowing white hair and beard soften his intensity.

He described his role as turning around the finances so the school can meet the objectives of workable programs. He built his expertise after leaving hospital administration to buy and turn around companies in distress in Canada and the USA. In the early fall he developed the amended budget for the

Trustee, who wrote the restructuring plan. The plan proposes terms of repayment to creditors and describes how the institution can operate to carry through these terms. With his job nearly complete, Stiller will soon move back to consulting for the third world. A vice-president will be hired to implement the plan and lead the institution in future growth.

Finalizing a revised budget became

are the most critical feature. Only when strategies take shape will the plan come alive for them. However, before specifics of action plans can be spelled out, Wilkinson says a clear understanding is needed of what God's calling is—who OBC/OTS is to serve and in what fashion—"the big picture."

The action plan will be implemented over a five-year period. But to get OBC/OTS ready to act this summer, Wilkinson has started working closely with those giving leadership to curricular development, student affairs, development, public relations, campus operations, finance and administration. This will allow them to be on line as the "vision" unfolds.

The next year, the focus will move to greater in-depth thinking, thus ensuring a well thought-out and informed future for the school. The plan will be reviewed annually.

### Implementation

One of the natural questions OBC/OTS anticipates is, Why should we believe that this plan will work? In 1988 the College did a self-study for accreditation, as did the Seminary in 1994; both had excellent recommendations, but many were not carried out.

This is one reason that Wilkinson, with his track record of getting things done, was chosen. And his 10 years teaching at each school gives him an insider's understanding of the operation.

At the same time, he can step back from his subjectivity. Over the years, Wilkinson has found that collaboration opens up thinking to yield the best results. It also increases commitment to the plan.

Staff, faculty, students, alumni and board members, just begin the list of those he wants to

hear from. Talking rapidly so as to compress days of thinking into a short interview, he said he wants 12 focus groups of 12-15 participants, including pastors, key Christian leaders, mission and parachurch leaders, educators, youth specialists and urban ministry experts. They will also reflect OBC/OTS's multi-cultural and multi-denominational complexity.

Another phrase in Wilkinson's phi-

possible, Stiller said, because "Cabinet members took a good hard look at the operation and made tough decisions on reducing expenditures." The operating budget was reduced from \$5.7 million to \$4.9 million for this year's operating budget. The summer layoffs saved \$500,000. The cabinet decreased annual operating expenditures by \$300,000 through measures such as consolidating common functions of the two schools.

OBC/OTS only brought back staff as money was available. The business office ran with minimal staff on a labour-intensive "pay as you go basis." If it hadn't been for the loyalty of the staff throughout the institution, he says, "we would not have made it."

On the donations side, at least \$150,000 more is needed than the \$850,000 raised last year, just for a "survival budget." The Operation Restore goal is \$1.5 million to provide funds for other needs. Stiller says improvements are desperately needed in the library and in data processing/computing equipment.

"I think we have a good fiscal plan," said Stiller. "I feel confident that the Trustee can be successful with the creditors."

loophole is "no surprises." His intention to review preliminary findings with the internal and external communities will keep the plan realistic and manageable.

Both academic deans have endorsed his work. John Franklin, who has been at the College for 20 years, said he thinks people will work hard to implement this plan.

Ward Gasque, who recently came from the USA, said, "I think the approach is really classical." He commended Wilkinson for involving the community in an outstanding manner. Then Gasque elaborated: "I have never had contact with another theological seminary that has had as professional a plan on the drawing board." Gasque's appreciation grows from developing a masters program in the not-for-profit sector, one requiring strategic planning courses.

Because of this openness to change, John Franklin could confidently forecast, "Five years down the road, this will be a very different kind of institution."

Let John know what you think! Fill in and return the survey on pages 5 and 6.

## Transformation Process - the 4 Rs

The strategic planning process will contribute to transformation of OBC/OTS. Wilkinson bases his description of the change on the Gemini [strategic planning] model developed in the USA. His work is part of what will be an on-going process. The change will involve...

**REFRAMING**—adopting a strategic vision, integrating it into the constituency's thinking and mobilizing the institution for change.

**RESTRUCTURING**—adjusting administrative and business processes to redeploy resources and ensure maximum efficiency and ongoing improvement.

**REVITALIZATION**—conceptualizing and developing new educational/ministry thrusts.

**RENEWING**—re-energizing the school through strategic alliances, partnerships, joint ventures and other collaborations. (The College has led the way in its collaborations with Seneca and Humber colleges);

—redeploying and leveraging technology to enhance the effectiveness of staff and faculty.

## IF YOU WANT TO GIVE...

Money is always welcome.

We offer a convenient monthly pre-authorized giving plan. You can give by cash, cheque or on VISA or Mastercard to the OBC/OTS Foundation.

Gifts in kind are wonderful. To provide better education we need the following:

**Computers**  
(486s or higher, operating systems)

**Laser printers**  
**Software**

**Photocopiers**  
**Office equipment**

**Modern overhead projectors**  
**Benches for the courtyard**  
(for networking and meditation)

To discuss your suggestions, contact Larry Willard.



## FOR OUR PRAYER SUPPORTERS

### In His name

You told us and we're listening. At Homecoming you said that if we wanted to put you pray, you needed to know where to put your efforts. Thanks for the reminder.

Please pray for the following:

- The ability to hear God clearly and obey as the school moves forward
- That students will develop strongly in all areas.
- Renewal of staff and faculty. Since even good change is stressful, you can imagine how difficult the last few months have been for staff and faculty.
- Effective leadership by those on management team. Brian C. Stiller, W. Ward Gasque, John Franklin, Lynn Smith, Larry Willard and David Stiller.
- Acceptance of the debt restructuring plan at the November 7 Trustee's meeting with creditors.
- Good direction from the strategic planning process.

Useful information from focus groups and questionnaires

- Wisdom in analyzing results
- Openness of faculty and staff to consider suggestions and to new ways of operating
- Good enrollment in January of both returning and new students
- That the music teams will enjoy their ministry at the December engagements
- Safety for our sports teams.

Starting in January, you might want to pray each day for students and faculty in the classes listed on page 7.

There are more classes in the daytime, but this gives you an idea of what happens here.

With you we rejoice in God's blessing and mercy.

## An insider's view on the summer

by Trish Wilkinson

As I sat at our kitchen table last June 16th, reading a book for my course in Christian Apologetics, my thoughts kept darting to the much anticipated meeting taking place at OBC/OTS. In the weeks before, we had become increasingly aware of the seriousness of the financial situation. Now the OBC/OTS faculty and staff had gathered to learn the fate of the school.

The telephone rang, and I heard my husband John say in his steady, measured way, "We been laid off. All the faculty and staff have been laid off." I felt as though a trap door had opened. Questions tumbled out: "How did it get this bad?" "How will we manage?" "What about our friends there?" "What about all of us working on our degrees?" "Does this mean bankruptcy for the school?"

We had expected change, but this — this was devastating. With great heaviness of heart, John left for Winnipeg three days later to run his annual training event for Youth for Christ Canada. Within days rumours began to fly. I was greeted at church the following Sunday with the news that I had better clear out my husband's office as "the creditors are at the door." I

phoned Ian Rennie, then dean at OTS, who assured me that this was not the case.

As the initial shock wore off, a new sense of purpose and forward thinking began to take over. The court-appointed trustee assured the faculty and staff that he had a perfect record of rescuing organizations and would not have taken on OBC/OTS, if it were going to break his record.

Brian Stiller of EFC came on as volunteer president in July, providing a sense of vitality and strong leadership. Some staff worked voluntarily during the summer. Karen Coverett, OTS faculty secretary, was one. It was easier to be at the school, she said, in the midst of the decisions and frustrations than to sit at home wondering. Karen was wonderful at cheering us up with a phone call or an upbeat fax.

In August, as summer classes started on schedule, there was something encouraging about having to search for a parking space behind the Seminary building. Hearing the babble of students practising Greek verbs in the student lounge, and later enjoying a barbecue in the "Quad" after class were reassuringly familiar.

As we talked in a class on Spiritual



▲ Graeme Green is a true alumni child. His dad Godfrey is a grad and president of the Alumni Association and his mom Sandy is Alumni secretary.

▲ Arthur (85) and Cindy Rae with their children at Homecoming '95. Arthur pastors at Cambridge Vineyard Church, Cambridge, ON.

▲ Mixed response to our roving photographer Sandra Green



## Prospective students visit campus at Homecoming '95

The emphasis on activities for younger families at OBC's Homecoming in the last two years has proved very successful. This year on September 30, 1995, nearly 50 parents and children brought the courtyard alive with shouts and laughter at a barbecue lunch and during the games. Godfrey Green (BTh 82), presi-

dent of the OBC Alumni Association, suggested the move three years ago. And for the past two, Sandra Green, his wife and the alumni secretary, has helped plan the day.

Golden Milers from the class of '45 and friends had a small reunion and caught up on each other's lives at an evening banquet in the dining room.



### Alumni News

We will have full coverage of alumni news in the next issue. In this issue there is a survey (see pages 5 and 6) for alumni and friends of the school. Thank you so much for sending us your news.

### AN OPEN LETTER FROM THE BOARD OF GOVERNORS

continued from pg. 1

up our sleeves and did our very best to help move the schools in the right direction.

However, we believe the time is right for us to make a visible statement about the role of the Board by resigning so that another board can be elected.

We continue to be committed to the calling of the schools. To this end, as members of the Board, we have tendered our resignations effective November 27, 1995, the date of the Annual meeting. In the meantime, a Nominating Committee has been established, chaired by Don Posterski. This committee will present a new slate of officers at the meeting. Our resignations will take effect at the same time as the new slate has been voted in.

We deeply regret the failing which brought the College and Seminary to its knees. While not excusing our role in it, we do believe God will bless this institution in even greater measure in the years to come.

Again we are grateful for your faithful ministry and support and ask that you accept our collective acknowledgment of the past and continue to pray for the future ministry of this great institution.



# So many miracles

by Jonathan M. Wilson

"Larry, there's someone on the phone — his name is Brian Suller. Larry's wife called out just before he started a second morning of fasting and prayer. After two months of searching for direction, Larry knew as he picked up the phone that morning last July that God was starting to point the way. In May, he had completed his MDiv in Missions at OTS. At graduation Larry Willard had felt free at last to put his missions' vision and training into practice, to combine it with his business expertise. By July he was wondering if he had made a mistake.

While studying he had kept up his consultancy, undertaking successful contracts for 100 Huntley Street and The 700 Club. With 25



Larry Willard, vice-president Operations, contemplates change.

years of experience behind him at Apple and Xerox, Larry, a trim and healthy man in his forties, seemed prime picking for any top line, competitive corporation, let alone ministry. But his search seemed to be going nowhere.

In early July, almost out of a sense of "fear or need," Larry ended up approaching contacts in two major software companies. As he drove home from one appointment, the Holy Spirit prompted him to fast and pray. Larry set aside three days.

Just the day before the call, Larry had read Brian's name in a newsletter from the EFC (Evangelical Fellowship of Canada). He had circled it as a reminder to follow up on a friend's advice to contact him to ask about ministry opportunities.

At Brian's end, he had kept a note with Larry's name on it for two weeks after a member of Huntley Street recommended Larry to Brian. Then, after Brian took leadership at OBC/OTS, he realized he needed an operations manager on his restoration team and called Larry's number.

Larry agreed to come on board and immediately put his experience in operations' analysis and in mergers and acquisitions into effect. He could use his knowledge, he says, because while the "institution is a hybrid between a business and a spiritual institution," it is "not much different from any [business] operation" where one has to work with a team, with finances and with a product (in this case, the service of ministry training). As well, his student experience helped him to quickly understand the vision, ethos and former workings of the school.

He saw the need to develop better systems. For Larry, part of good stewardship is efficient management of resources.

"I believe God has put together many miracles," Larry said. He has found that whenever the team needed a person with particular skills, someone with the right credentials would call "almost within a day" offering to help.

His gaze fixed as he thought, Larry assessed the management team that got the school through the first months of the crisis. "I've worked with many management teams and I've met many managers and I can tell you that in the secular world I've met a couple of teams that would be better than ours, but not many."

Then jabbing the table with his finger, Larry said with conviction that even with the best expertise, "We are fully dependent on God every single day."

He believes that OBC/OTS "will see its best days yet to come—[that] the last hundred years was just getting it tempered for what it can do." He backed up his belief by making a longer commitment and coming on board in a staff position.

Jonathan Wilson is a student at OTS in the MDiv program, Missions focus.

# What's Your Vision?

We are planning for our future at OBC/OTS and need your help. As part of our "vision casting," it is important to us to hear from you. Please complete the questionnaire and mail it back today. We want to compile results in November and December.

The form is easy to return to us. Just fold this survey and it becomes an envelope addressed to me. Instructions are on page 6. Thank you for sharing your vision for us.

John Wilkinson, Director of Strategic Planning

## CONSTITUENCY QUESTIONNAIRE

Instructions: Part I is for all readers, and Part II is an additional section for alumni.

### PART I

#### Identifying data

1. Please check your connection to OBC/OTS

- ☐ Corporation ☐ Board member  
☐ Financial supporter ☐ Prayer partner  
☐ Alumna/alumnus ☐ Other (Specify) \_\_\_\_\_  
☐ Friend/family member of current student, alumni, staff, faculty \_\_\_\_\_

2. Male ☐ Female ☐  
☐ 18-25 ☐ 25-35 ☐ 35-45  
☐ 45-55 ☐ 55-65 ☐ 65-75 ☐ 76+

3. Denominational affiliation \_\_\_\_\_

4. Where does your interest/support lie:  
☐ OBC ☐ OTS ☐ Both schools

5. If alumna/alumnus,  
a) Years attended ☐ OBC ☐ OTS \_\_\_\_\_  
b) Program of study \_\_\_\_\_  
c) Degree completed & when \_\_\_\_\_

### Reflection Questions

1. Are OBC and OTS each important for the ongoing vitality of the Christian Community in Central Canada.

OBC ☐ Yes ☐ No OTS ☐ Yes ☐ No  
Why or why not? \_\_\_\_\_

2. Are OBC and OTS each meeting your expectations?

OBC ☐ Yes ☐ No OTS ☐ Yes ☐ No  
(In the following section please identify which school you are commenting on.)

a) What is being done well? \_\_\_\_\_

b) What is being done poorly? \_\_\_\_\_

c) What could be done better? \_\_\_\_\_

3. Does your vision for our future include both undergraduate and graduate education?  
Undergraduate: ☐ Yes ☐ No  
Graduate: ☐ Yes ☐ No  
What are your reasons? \_\_\_\_\_

4. At an undergraduate level, what should our mission be. (What should we do? Who should we serve? Why?) \_\_\_\_\_

5. At a graduate level, what should our mission be. (What should we do? Who should we serve? Why?) \_\_\_\_\_

6. At the undergraduate level, what new programs of study, courses, degree programs should we add? \_\_\_\_\_

7. At the graduate level, what new programs of study, courses, degree programs should we add? \_\_\_\_\_

8. Is there any school or university, college- or seminary-level program that you consider outstanding? Please note it and tell us why. \_\_\_\_\_



# Alumni

(Please complete the following)

1. Number from 1-5 the top five reasons for you choosing OBC or OTS. (Only comment on the school or schools which you attended.)

	OBC	OT5
close to home	<input type="checkbox"/>	<input type="checkbox"/>
away from home	<input type="checkbox"/>	<input type="checkbox"/>
friendliness to	<input type="checkbox"/>	<input type="checkbox"/>
my church tradition	<input type="checkbox"/>	<input type="checkbox"/>
theological perspective	<input type="checkbox"/>	<input type="checkbox"/>
academic reputation	<input type="checkbox"/>	<input type="checkbox"/>
curriculum	<input type="checkbox"/>	<input type="checkbox"/>
sense of community	<input type="checkbox"/>	<input type="checkbox"/>
spirituality	<input type="checkbox"/>	<input type="checkbox"/>
costs	<input type="checkbox"/>	<input type="checkbox"/>
faculty	<input type="checkbox"/>	<input type="checkbox"/>
transdenominational	<input type="checkbox"/>	<input type="checkbox"/>
urban context (Toronto)	<input type="checkbox"/>	<input type="checkbox"/>
setting	<input type="checkbox"/>	<input type="checkbox"/>
flexible class schedule	<input type="checkbox"/>	<input type="checkbox"/>
specialized study focus	<input type="checkbox"/>	<input type="checkbox"/>
multi-ethnic student body	<input type="checkbox"/>	<input type="checkbox"/>
friend on campus	<input type="checkbox"/>	<input type="checkbox"/>
alumni	<input type="checkbox"/>	<input type="checkbox"/>
family or spouse	<input type="checkbox"/>	<input type="checkbox"/>
ministry from music or drama	<input type="checkbox"/>	<input type="checkbox"/>
team	<input type="checkbox"/>	<input type="checkbox"/>
pastor/spiritual director/mentor	<input type="checkbox"/>	<input type="checkbox"/>
recommendation	<input type="checkbox"/>	<input type="checkbox"/>
availability of on-campus residence	<input type="checkbox"/>	<input type="checkbox"/>
familiar with OT5 from being at OBC	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for your stamp.

## ▶ HOW TO GET THE MOST FROM THIS BOOK ▶

4. How can we serve you better in the future (professional and ministry training—courses, seminars; improved alumni relations—what would you like)?

▼ SIGN UP FOR FREE ▼

Dr. John Wilkinson  
Director of Strategic Planning  
Ontario Bible College/Ontario Theological Seminary  
225 Ballyconnor Court  
North York, ON, M2M 4B3

North York, ON. M2M 4B3

## My Vision for OBC/OTS

Dear friend,

*Thank you for participating in our strategic planning process.*

John H. Wilkinson

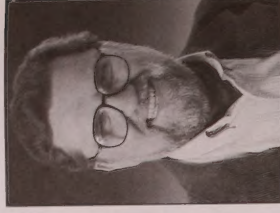
**John Wilkinson**  
Director Strategic Planning

Name \_\_\_\_\_  
Address \_\_\_\_\_  
P.C. \_\_\_\_\_

New dean  
stresses head,  
heart and hand

**A**t Convocation in September, also the year's opening chapel service, Dr. W. Ward Gasque was installed as the new vice-president and academic dean of the Seminary.

In his remarks, he outlined the essentials of "The Good Theological School." He set the context saying that the Association of Theological Schools, seminaries' accrediting



New OTS vice-president and academic dean, Dr. Ward Gasque.

body, has discussed this ideal for the past five or six years. Gasque defines it as being "an educational institution where there is a balanced emphasis on head, heart and hand."<sup>19</sup>

► **HEAD** There should be "no apology for an emphasis upon intellectual rigor. From its inception, education has been a fundamental concern of Christianity." Its attraction to leading important factor in Empire.

Gasque urged, "Thus a theological seminary must resist the anti-intellectualism that is so much a part of contemporary church culture and which has relegated the concerns of the gospel to the fringes of modern society."

► **HEART** A focus is needed on spiritual formation. "A good theological education is not simply getting things straight intellectually, but developing one's appreciation of God. God is, after all, the focus of theology. 'Orthodoxy is, literally, correct praise or worship,'"

This has been the weak side of Protestant theological education, he claimed, and still is. "My dream is that our common worship, as well as our personal

**"...no apology for an emphasis upon intellectual rigor."**

devotions, will come to be seen as significant as our classroom lectures or our library research" or as evangelism.

"Evangelicals have all too often been captured by the spirit of pragmatism," he explained. Thus worship has become a means to the end of getting the gospel out.

► **HAND-** "A theological seminary should also equip women and men in the art of ministry." As a student some 35 years ago, he found an almost exclusively intellectual focus. He was "delighted to say that this is not the case at OTS." All the faculty and students are active in ministry. "Theological education at its best includes an opportunity to develop one's spiritual gifts concurrently with one's mind and spirit."

He closed saying, "In my view, this is OTS's greatest strength" and sets it off from many other theological seminaries with which he is familiar.

Then he pledged to keep head, heart and hand central at the Seminary. "Together, we shall seek to love God with all our mind, heart and soul."

(Copies of the full text are available from the OTS office.)



# LIFE-LONG LEARNING FOR A FULL LIFE. STUDY PART-TIME AT OBC AND OTS.

## Intercession

Registration: Register on January 8, one hour before your first course.  
(New students apply to Enrollment Office for admission.)  
*Accommodation available in residence, January 7-19.*

**January 8-12, 9:30 a.m. - noon & 2-4 p.m. TWO (2) CREDITS**  
**Curriculum Design and Implementation:** Marlene LeFevre, lecturer in Educational Ministries. Manager of Ministry Relations. David C. Cook Ltd and visiting professor at Princeton Seminary. Talbot Theological Seminary and Denver Seminary

**Understanding Youth Culture:** Dean Borgman, lecturer in Youth Ministries. Associate professor of youth ministry at Gordon-Conwell Theological Seminary, MA

**January 8-19, 9:30 a.m. - noon TWO (2) CREDITS**  
**Counseling in the Christian Community:** Dr. Rod Wilson, lecturer in Counseling. Pastor, Forest Brook Bible Chapel, Pickering, ON.

**9:30 a.m. - noon & 2-4 p.m. FOUR (4) CREDITS**  
**Cultural Anthropology:** Dr. Irving Whit, professor of Missiology

**Expanding Key Chapters in the Bible:** Dr. Donald Leggett, professor of Old Testament

**Introduction to New Testament:** Dr. Kevin Quast, professor of New Testament

**January 9, 11, 16, 18, 7:30-9:30 p.m. ONE (1) CREDIT**  
**A Pastoral Response to Gay and Lesbian Issues:** Diane Bollis, lecturer in Pastoral Studies

**Winter Semester**  
January 29-May 9.  
ALL COURSES ARE FOUR (4) CREDITS

**Monday 9:00 a.m. - 1 p.m.**  
**Historical Theology:** Dr. Victor Shepherd, Chair of Wesley Studies

**Missiological Church Growth:** Dr. Irving Whit

**Youth Ministry in the Church:** Dr. John Wilkinson, professor of Youth, Family and Educational Ministries.

**Worship and Liturgy:** Dr. David Sherbro, professor of Pastoral Studies

**Monday 2-5 p.m.**  
**Advanced Preaching:** Dr. Nelson Annan, professor of Preaching. Senior pastor, Bayview Glen Alliance Church, Markham, ON.

**Systematic Theology II:** Dr. John Vissers, professor of Theology. Senior pastor, Knox Presbyterian Church, Toronto

**Therapeutic Relationship/Family Systems Theory:** Dr. Brian Cunningham, professor of Counseling

**Monday 6:30-9:30 p.m.**  
**Administration and Planning Skills for the Church:** Bruce Mathewson, lecturer in Pastoral Studies. Director of Quality Management, Kodak of Canada

**Exegetical Method:** Dr. Roy Matheson, professor of New Testament

**Foundations of Christian Spirituality:** Dr. David Sherbro

**Wisdom Literature:** Dr. Donald Leggett

**Tuesday 6:30-9:30 p.m.**  
**Evangelism and Church Planting in the Chinese Community:** Dr. Milton Wan, professor of Theology and director, Chinese Ministry program

**Introduction to the New Testament:** Dr. Kevin Quast

**Wednesday 6:30-9:30 p.m.**  
**Gospel of Matthew:** Brian Roe, lecturer in New Testament. Pastor, Hockley Valley Bible Chapel, Hockley Valley, ON.

**New Age, Witchcraft and Satanism:** Dr. James Beverley, professor of Theology and Ethics

**Thursday 6:30-9:30 p.m.**  
**Elementary Greek II:** Dr. Erwin Penner, chair, department of Bible and Theology, OBC

**Wang Ming-tao and the Chinese Church:** Dr. Wing-hung Lam, professor of Church History and lecturer in the Chinese Ministry program

## Ontario Bible College

**January 8-April 10, 7-9:30 p.m. on the day indicated. THREE (3) CREDITS**

**Monday**  
**Christian Life and Discipleship:** Stephen Thomson, professor in department of Bible and Theology

**Contemporary Theology:** Henry Brglez, lecturer in Theology

**New Testament Exegesis:** Dr. Roy Matheson, professor of New Testament, OTS

**Tuesdays**  
**Foundations for Teaching English as a Second Language:** Marilyn O'Donnell, lecturer in ESL

**History of Modern Europe:** Paul Friesen, professor, department of General Arts.

**Introduction to Theatre:** Nick Hunter, lecturer in Drama

**Understanding C.S. Lewis:** Elizabeth Davey, professor, department of General Arts

**Understanding Old Testament II:** Dr. Robert Hebert, professor, department of Bible and Theology

**Wednesdays**  
**Introduction to College Essay Writing:** Ben Volman, lecturer in English Language

**Music Theory:** Diane Speits, professor, department of Ministry Studies

**Social Ethics:** Peter Oulton, lecturer in Ethics

**Theology:** Dr. Robert Duez, professor, department of Bible and Theology

**Thursdays**  
**Elementary Greek II:** Dr. Erwin Penner, chair, Bible and Theology department.

**Introduction to Counseling:** Rudy Dirks, dean of students  
**Understanding New Testament II:** Stephen Thomson

## NEW Weekend Modular Courses

The 30 hours are offered over three weekends (January 19/20, 26/27 and February 2/3) on Friday, 1:30-5 p.m. and Saturday, 9-5.

**Please enroll early as it is important to get course materials.**

**Contemporary Issues in Education:** Dr. Ken Bailey, lecturer in Education, Senior Member, Institute of Christian Studies

**Introduction to Milton:** Elizabeth Davey

**For admission information at both schools:**  
Call the Enrollment Office  
1-800-663-6052, ext. 3883 or 226-6380.

## COUNSELLING PROFESSIONAL DEVELOPMENT

For information and pre-registration contact co-ordinator Dr. Brian Cunningham, OTS professor of Counseling. Pay at the door. Make cheques payable to Dr. Cunningham.

**Focus Seminars**  
All \$10 at the door. Room 102 at OTS  
December 6, 1:30-4:30 p.m.  
**Counseling and Suicide:** Dr. Brian Cunningham.

**February 7, 1:30-4:30 p.m.**  
**Counseling and Shame/Guilt:** Sharon Ramsay Petrella.

**Counseling Intensive**  
November 18, 8:20 a.m. - noon & 1:30-5 p.m. **Counseling and Sexual Affairs:** Dr. Brian Cunningham in Room 105, OTS. \$50 pre-registration by November 10.

## Enrollment close to target

Even with increased tuition rates and the schools' struggles this summer, enrollment is reasonably close to last year's figures.  
In numbers of individuals, the Seminary is above the 500 mark at 524. But it is four per cent below last year's FTE (full-time equivalent, the number used for all official reporting). The Counseling focus continues to out-draw all other programs.

The College is at 90 per cent of last year's FTE, with fewer first-year students enrolled than usual. This is puzzling as Enrollment staff and volunteers called all returning and prospective students in August and received no indication that this would happen. To help with future recruiting, Enrollment Services will investigate why students who were accepted did not come.

Part-time enrollment is down at both schools; however, fluctuations in part-timers occur regularly for many reasons from course selection to peoples' involvement in their churches, said Steve Roy, director of Enrollment Services.

More aggressive marketing is also needed, commented Franklin. OTS and OBC are developing new campaigns; in one ad, the College is taking a head-on, we are "alive and well" approach.

ENROLLMENT REPORT				
School	Year	Total	FTE	
OBC	1994	552	358	
	1995	492	322	
OTS	1994	532	304	
	1995	524	292	

The Board of Governors and Ontario Theological Seminary invite you to join us in honouring

**Dr. Ian Rennie,**  
former dean of OTS, on the occasion of his retirement.

November 24, 1995

- Dinner at 6:00 p.m. in the campus dining room. Cost \$20 per person. Space is limited so reserve early by mailing your cheque (made payable to OBC/OTS) to Dinner, OTS, 25 Ballyconnor Court, North York, M2M 4B3.
- For further information, call Ruth Taylor at 416-226-6380 or 226-6620, ext. 2706.
- You may include a separate donation toward a retirement gift or a letter, card or greeting to go into a book of memories.

Trying to talk your way into cross-cultural ministry here or abroad?

Prepare with us. Learn to teach English as a Second Language.

Integrate TESL courses, biblical/theological studies and practical electives to earn a TESL certificate in a year.

Call OBC/OTS Enrollment office for details, 1-800-663-6052, ext. 3883 or 226-6380.

Start in  
January,  
May or  
next  
September.





## Faculty and staff notes

**Dr. Paul Bramer**, former co-ordinator Christian Education, OBC, has taken a post at North Park Theological Seminary, Chicago, IL.

After a year's sabbatical spent researching and writing on the fear of God, **Dr. Bob Duez**, professor, Department of Bible and Theology, returned to teach.

In April, **John Franklin's** appointment as interim vice-president and academic dean, OBC, was announced. He continues to chair the department of General Arts.

**Dr. Bruce Gordon**, former president, left to become president of Focus on the Family Canada in Vancouver.

From August to December, **Dr. Wm. McRae**, the chancellor, planned to speak at 13 church services, 8 weekend events and 5 conferences in Canada and the USA. Among his commitments is a leadership conference at Joy Bible Camp, Bancroft, ON., November 10-12 and a men's retreat at Galilean Bible Camp, Sault Ste. Marie, ON. From November 27-December 1, he teaches at Miller College of the Bible, Pamburn, SK. In December, he will speak each Sunday at Grandview Baptist Church, Kitchener, ON.

**Dr. Victor Shepherd**, Wesley Professor of Theology, OTS, was honoured for his contribution to scholarship and the church by Roberts Wesleyan College, Rochester, New York, with a Doctor of Sacred Theology degree.

**Stephen Thomson**, professor, Department of Bible and Theology, was appointed chair of the Academic Planning Committee.



*Farewell at 1995 graduation: Incoming interim OBC dean John Franklin greets outgoing dean, Dr. Rod Wilson, who is now pastor at Forest Brook Bible Chapel, Pickering, ON.*

## FYI FALL & WINTER 1995/1996 - Please join us

### Academics

Counselling professional development — see page 3.

November 27 **Encounter Day**, OBC/OTS. Prospective students visit.

December 18, 1995-January 1, 1996 Campus closed except for Enrollment Office opened Dec. 18-22.

January 2-5 **Registration** for OBC students and for OTS Intersession.

January 8 OBC classes commence.

### PUBLIC EVENT

January 23, 24 & 25 **Staley Lectures** on creation and environmentalism. Dr.

**Loren Wilkinson**, professor of Interdisciplinary Studies and Philosophy, Regent College, Vancouver, lecturing on *Recovering a Biblical Understanding of Creation at the End of the Twentieth Century*. Hooper Chapel, 10:45-11:45 a.m. and public lecture Wednesday at 8-9 p.m.. Free admission.

**Dr. Ward Gasque**, dean of OTS, has preached in Ontario at Dominion-Chalmers United Church, Ottawa; Dunnville Associated Gospel Church, Dunnville; Toronto Chinese Baptist Church, Toronto; Wishing Well Acres Baptist Church, Scarborough; Lincoln Park Methodist Church, Cambridge; and Walmer Road Baptist Church, Toronto.

*(See Student and faculty, front page, for additional faculty changes.)*

### Conferences

**Dr. Robert Hiebert**, Bible and Theology department, attended a conference on the Old Testament at the University of Cambridge in England this summer.

From November 18-21 a number of the faculty of OBC/OTS will attend the American Academy of Religion Society of Biblical Literature conference in Philadelphia this year. It draws 5000-6000 scholars each year.



*Graduates from the Bachelor of Religious Education program at the 1995 graduation service at Agincourt Pentecostal Church in Scarborough, after watching friends receive their degree.*

## CHECK OUT WHAT WE CAN DO FOR YOU

Eager for spiritual growth?

Wondering about ministry training?

Ready to be stretched in a cross-cultural, multi-denominational environment?

Learn about our varied programs, convenient schedules, friendly faculty and peer networks.

### VISIT US DURING

#### ENCOUNTER DAYS

#### AT OBC & OTS

Four cycles of tours, class visits and information sessions  
November 27, January 15,  
February 5, March 18  
Schedule available from school

### STAY FOR

#### SUDDEN IMPACT

#### AT THE COLLEGE

A weekend of fun, tours and information for youth  
February 23-25

Call the OBC/OTS Enrollment Office, 1-800-663-6052, ext 3883 or 226-6380 for details.

January 25-26 OTS registration/orientation for Winter Semester

### PUBLIC EVENT

February 6 William Horsey Library open house.

### Concerts

November 26, 8 p.m. **Festival of Christmas Praise**. Begin Advent with the concert choir and vocal jazz ensemble. Pieces will range from Gregorian chant to carols to Bach's Magnificat. Free will offering to support music groups. In Hooper Chapel.

December 3, 8 p.m. **Sing-along Messiah** (Christmas portion). Guest soloist, instrumental accompaniment and you singing the choruses. Bring your own score or buy one at the door for \$10. (Some may be available to be borrowed.) Free will offering. In Hooper Chapel.

December 7, 8 p.m. **The Crossing**. Christian Celtic folk group, vocals and instrumental. In Hooper Chapel.

December 9, 7:30 p.m. OBC presents singer and comedian **Mark Lowry**, "Mouth in Motion Tour" at Queensway Cathedral, Etobicoke, ON. Cost \$12.50 (10 or more), \$15 advance, \$17 at door. Tickets at OBC/OTS bookstore, other Christian bookstores, by phone (1-800-667-0237, VISA only) or at door. Call 416-226-6620, ext. 2190, or 519-751-3106.

March 8 OBC presents **Michael Card**, premiere songwriter, at Queensway Cathedral singing about the spiritual journey. Prices and time not confirmed yet. Will be on campus during the day. Seminar on Christians in the Arts tentatively planned.

Connection

Please send

☐ information on studying at OBC \_\_\_ OTS \_\_\_

☐ a copy of Connection

☐ information on Operation Restore

☐ the President's report on the crisis to...

Name \_\_\_\_\_

Street \_\_\_\_\_

City \_\_\_\_\_

Province \_\_\_\_\_ P.C. \_\_\_\_\_